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| Nota di contenuto | TITLE -- COPYRIGHT -- ABOUT THE AUTHORS -- INTRODUCTION -- CONTENTS -- PART I Understanding Facilitation -- BACKGROUND: THE TRANSFORMATION OF U.S. INDUSTRY -- Quality Improvement Process -- WHY FACILITATION? -- Two Key Definitions -- LEADERSHIP AND FACILITATION -- WHAT FACILITATORS DO -- Formal Facilitators -- DESIRABLE FACILITATING BEHAVIORS CHECKLIST -- PUTTING YOUR FACILITATION SKILLS IN ACTION -- AUTHORS' RECOMMENDED ALTERNATIVE -- HOW FACILITATION DIFFERS FROM TRAINING AND PRESENTING -- QUIZ: TRAINING, PRESENTING OR FACILITATING -- THE FACILITATOR: MANAGING STRUCTURE, NOT CONTENT -- Structure Versus Content -- QUIZ: CONTENT OR STRUCTURE? -- PART II Team Involvement, Decision Making, and Dynamics -- ENCOURAGING PARTICIPATION -- SKILL #1. HOW TO ASK QUESTIONS -- RULES FOR ASKING NONTHREATENING QUESTIONS -- TYPES OF QUESTIONS TO ASK -- 1. Open-Ended Questions -- 2. Greater Response Questions -- 3. Redirection Questions -- 4. Feedback and Clarification Questions -- 5. Close-Ended Questions -- PUTTING QUESTIONS TOGETHER -- Chain-of-Questions Technique -- QUIZ: THE MATCH GAME! -- BODY LANGUAGE AND FACILITATION -- EXERICISE: INTERPRETING BODY LANGUAGE -- AUTHORS' SUGGESTED RESPONSES -- SKILL #2 RECORD THE TEAM'S EFFORT -- The Role of the Recorder -- HOW TO USE THE FLIP CHART -- Posture -- Recording -- Common Questions Asked By A |

Recorder -- Displaying and Storing Recorded Sheets -- MAKING DECISIONS -- The Six Steps of the Team Problem-Solving Process -- SIX-STEP PROBLEM-SOLVING PROCESS -- STEP ONE: Establish Team Charter and Governance -- STEP TWO: Clarify Team Objectives -- STEP THREE: Identify Major Causes -- STEP FOUR: Identify Potential Solutions -- STEP FIVE: Plan and Implement Corrective Action -- STEP SIX: Evaluate and Adjust -- GETTING GROUP AGREEMENT -- What Is Consensus? -- HOW DO FACILITATORS GET CONSENSUS?. WHAT IF THE GROUP GETS STUCK? -- Voting to Sort as an Alternative to Consensus -- Multivoting -- Nominal Group Voting -- THE IMPORTANCE OF PREPARATION -- Meeting Notification and Agenda -- Sample Meeting Notification and Agenda -- RUNNING AN EFFECTIVE TEAM MEETING -- MANAGING THE MEETING'S PHYSICAL ENVIRONMENT -- Team Meeting Checklist -- TEAM LIFE CYCLES -- STAGE 1: FORMING -- STAGE 2: STORMING -- STAGE 3: NORMING -- STAGE 2: PERFORMING -- Team Development Exercise -- HANDLING DIFFICULT TEAM MEMBERS -- WHEN to Handle a Difficult Team Member -- HOW to Handle a Troublesome Team Member -- QUIZ: THE MATCH GAME -- WHAT IF THE GROUP STILL GETS STUCK? -- Other Resources -- PART III Facilitation Tools -- ESSENTIAL TOOLS -- Process Flowcharts -- Flowchart Symbols -- How to Construct a Flowchart -- STEP 1: Developing Major Steps -- STEP 2. List Substeps for Each Major Step -- STEP 3: Identify Flowchart Symbols and Complete the Flowchart -- After Flowcharting: Identifying Process Improvement Options -- Flowchart of Telephone-Registration Process -- CUSTOMER CONSIDERATIONS -- UNSCRAMBLING THE MESS: A FLOWCHARTING EXERCISE -- FACILITATING BRAINSTORMING -- Brainstorm Guidelines -- WORKSHEET: WORKER INJURY CAUSES -- Facilitator Closure On Brainstorming -- CAUSE-AND-EFFECT DIAGRAMS -- STEP ONE: Construct Effect -- STEP TWO: Add Subgroups -- STEP THREE: Add Potential Causes -- Completed Fishbone Diagram -- PARETO DIAGRAMS -- Constructing a Pareto Diagram -- Pareto Diagram of Factory Floor Injury Data -- PARETO EXERCISE -- Pareto Diagram of Sample Absentee Data -- CONCLUSION -- PART IV Crossword Facilitation -- EXERCISE: TEST YOUR MEMORY -- CROSSWORD CLUES -- Example of Fast-Food Flowchart -- CROSSWORD PUZZLE SOLUTION.